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**UNITED STATES INTELLIGENCE BOARD**

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**MEMORANDUM FOR THE UNITED STATES INTELLIGENCE BOARD**

**SUBJECT** : A Guide to the National Intelligence  
Community's Production Organizations  
and Their Products

**REFERENCE** : USIB-D-71.11/15, 28 July 1975

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1. The attached Guide, prepared by the Product Review Division [PRD] of the Intelligence Community Staff [ICS] at the request of the National Security Council Intelligence Committee [NSCIC] Working Group, is forwarded for your information. A draft of this paper was circulated [see reference] to the USIB Principals for their comments and suggestions, which have, for the most part, been incorporated in the attached study.

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2. In accordance with the request of the NSCIC Working Group, the PRD is distributing additional copies to various intelligence community consumers.

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BRUCE A. LOWE  
Executive Secretary

Attachment

Exempt from general  
declassification schedule of E.O. 11652  
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Date Impossible to Determine



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**A Guide to the  
National Intelligence  
Community's Production Organizations  
and Their Products**

Prepared by the Product Review Division of the Intelligence Community Staff in response to a request from the Working Group of the National Security Council Intelligence Committee.

Questions or comments on this publication should be addressed to Chief Product Review Division, Intelligence Community Staff, CIA Headquarters Building, Washington, D.C. 20505,

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## **A Guide to the National Intelligence Community's Production Organizations and Their Products**

### **I. INTRODUCTION**

This paper indicates which elements of the intelligence community are primarily responsible for national intelligence production. It also identifies and briefly describes several selected end products of the intelligence process. Much of the data in this paper is summarized in matrix form at Annex A.

### **II. ORGANIZATIONS FOR PRODUCTION**

#### *A. National Intelligence Officers*

1. By memorandum of 3 October 1973, the Director of Central Intelligence (DCI) advised the United States Intelligence Board (USIB) of the establishment of a system of National Intelligence Officers to replace and expand the functions previously performed by the Board and Office of National Estimates, which had been disbanded.

2. The DCI memorandum states that each National Intelligence Officer (NIO) is his personal representative and reports directly to him. By tasking USIB members through the normal chain-of-command, the NIOs satisfy the requirements for National Intelligence Estimates, for the responses to National Security Study Memoranda, and for DCI briefings. The task of each NIO is "to provide contact laterally . . . across the functionally organized intelligence community and with customers and outside consultants as required" to provide coordinated products using panels of experts or ad hoc committees.

3. The specific tasks of the National Intelligence Officers are to:

- a. identify customer needs for national intelligence;
- b. evaluate the intelligence product and the effectiveness of programs;
- c. specify uncertainties which require collection guidance; and
- d. report problems in analysis, production, or national policy on which national intelligence might offer assistance.

4. The directive states that National Intelligence Officers will maintain close personal contact with the National Security Council (NSC) Staff and other principal intelligence consumers and contributors. Every NIO will also present fully objective presentations of alternative views.

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5. The Director of Central Intelligence placed the NIOs outside the CIA organization and created a Deputy to the DCI for the NIOs. The directive states that NIOs may be appointed for geographic areas or functions as the DCI may deem necessary from time to time. NIOs are chosen for their expertise, not their affiliation, and may be selected from the military services, CIA, DIA, NSA, State, and other government departments, academia, or industry. A list of the current NIOs and their assignments is attached (Annex B).

6. In addition to overseeing various kinds of national intelligence production, the NIOs have specific responsibility (as noted above) for the preparation, coordination, and dissemination of the four major types of national estimative papers and Intelligence Alert Memoranda.

*B. Central Intelligence Agency*

1. As indicated on the chart at Annex C, the bulk of CIA's production responsibilities rests with the *Directorate of Intelligence* (DDI), in the following seven specialized offices:

a. *Office of Current Intelligence* (OCI)—This office produces all-source current intelligence in support of the White House, the NSC and other agencies as directed by the DCI. OCI, in conjunction with other CIA offices, prepares the *National Intelligence Daily* (NID), the *Weekly Review*, and the *Weekly Summary*. It provides the managing editor and other staff support for the *National Intelligence Bulletin* (NIB), including its actual production and preparation for dissemination. At the request of the DCI and NIOs, it prepares special studies in support of the policymaking apparatus of the government and the production of *National Intelligence Estimates* (NIEs).

b. *Office of Economic Research* (OER)—OER produces all-source economic analyses of the national policies, internal structure, recent developments, future prospects, external policies, and strengths and weaknesses of all foreign countries of significance to US policy. OER publishes two weeklies, the *Economic Intelligence Weekly* and *International Oil Developments*, as well as numerous intelligence memoranda representing detailed economic analysis on major intelligence topics. Its analysts participate in the preparation of all national products which have an economic dimension.

c. *Office of Political Research* (OPR)—This office produces political and interdisciplinary studies of key intelligence issues affecting important US interests including, for example, analyses of the external actions and policies of major countries and regions as well as studies that describe and forecast the interaction of social, political, economic and military considerations in the development of major policies of these countries. During the past year, among others, OPR has published papers on possible longer-term (5-10 years) developments in Sino/Soviet relations, on authoritarian movements in southern Europe, and on Japan's changing leadership.

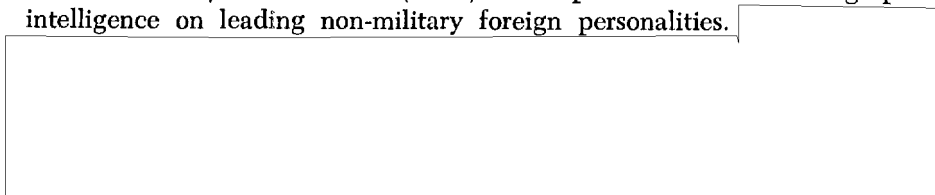
d. *Office of Strategic Research* (OSR)—OSR produces all-source military and military-economic intelligence on foreign military forces with principal emphasis on the USSR, the PRC, and other Communist countries. It responds to requirements from the NSC Staff and the Office of the Secretary of

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Defense. It provides support to the SALT and MBFR delegations and to the Verification Panels. It provides major support to the NIOs in the production of NIEs on Warsaw Pact forces and Soviet intercontinental forces. OSR also produces both intelligence reports and current intelligence as an input to the publications of OCI.

e. *Office of Geographic and Cartographic Research (OGCR)*—This office is responsible for producing all-source basic and geographic intelligence and for providing map reference and specialized all-source cartographic services. It coordinates and produces the *National Basic Intelligence Factbook*.

f. *Central Reference Service (CRS)*—CRS produces all-source biographic intelligence on leading non-military foreign personalities.



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g. *Foreign Broadcast Information Service (FBIS)*—Although not a producer of all-source intelligence in the sense that the other six DDI offices described above are, FBIS produces daily reports of radio broadcasts which receive wide dissemination inside and outside of the intelligence community. It also produces the weekly *Trends in Communist Media*, providing analysis based on media sources it monitors.

2. CIA's *Directorate of Science and Technology (DDS&T)*, in addition to collection and processing responsibilities, has major production responsibilities. These are concentrated in the following two elements:

a. *Office of Scientific Intelligence (OSI)*—OSI produces all-source intelligence on foreign scientific and engineering research and advanced technology in the physical and life sciences. Current intelligence items in these areas are contained in the *Weekly Surveyor*. A monthly compilation of analytical articles is provided in the *Scientific Intelligence Digest* and in-depth studies are published as *Scientific and Technical Intelligence Reports (STIRs)*.

b. *Office of Weapons Intelligence (OWI)*—This office is responsible for producing all-source intelligence on the technical capabilities of foreign offensive and defensive weapons systems and space systems. OWI produces a daily *Weapons Intelligence Summary*, prepares special studies on weapons-related issues (mainly STIRs), and contributes heavily to the *Weekly Surveyor* and the *Scientific Intelligence Digest*.

### C. *Defense Intelligence Agency*

1. The organization of the Defense Intelligence Agency for production is given on the chart at Annex D. Four major components are involved.

2. *Defense Intelligence Officers (DIOs)*—The responsibility of DIOs within DIA is similar to that of the NIOs with respect to the community as a whole. A list of the current DIOs and their assignments is attached (Annex E).

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3. *Deputy Director for Intelligence (DI)*—All-source finished general intelligence is produced by this directorate, including current intelligence (daily reports and memoranda) and studies in the area of military capabilities. Studies and reports are produced on such subjects as military economics, demography, terrain, transportation, and escape and evasion. This directorate develops and maintains all target systems and produces assessments of bomb damage and research on physical vulnerability. It also makes in-depth assessments of military operations. DI produces the *Defense Intelligence Notice (DIN)* and the *DIA Intelligence Appraisal* series as well as contributing to the NID and NIB.

4. *Deputy Director for Science and Technology (DT)*—This directorate has three divisions which produce scientific and technical intelligence in their designated areas: Nuclear Energy and Applied Sciences, Weapons and Systems, and Electronics and Command and Control. Over 200 annual products, catalogued in the Scientific and Technical Intelligence Register (STIR), provide military S&T data and analysis at several classification levels to developers, operators, and leaders.

5. *Deputy Director for Estimates (DE)*—This directorate produces all DIA estimates on foreign military strategies, policies and capabilities primarily for DoD planners and policymakers. It is the primary source of military intelligence estimates for national-level authorities, other governmental authorities and for certain allies. DE works with the NIOs, DIOs and other departments and agencies in production of national estimates and other estimative studies and memoranda.

#### D. *State Department/Bureau of Intelligence and Research (INR)*

1. INR's products are intended primarily to support departmental needs but are also distributed to other elements of the intelligence community. INR analysts do, however, participate actively in the preparation and coordination of national intelligence products, such as NIEs, the NID, and the NIB.

2. As indicated by the chart at Annex F, INR consists of three major production elements. Most of the analytic and estimative work is done in the *Research Directorate*, which is subdivided into four geographic and four functional offices.

3. The *Current Intelligence Staff*, in addition to producing the daily Briefing Notes for senior officers of the Department, is heavily engaged in the preparation and presentation of oral briefings.

4. The *Office of External Research* manages the Department's program of contract research on foreign affairs; arranges for outside experts to work with the Department as consultants, conferees and seminar leaders; coordinates other government-supported research on foreign affairs; and collects and disseminates academic research papers and reports.

#### E. *Other Intelligence Community Members*

The intelligence organizations listed above are the primary producers of finished national intelligence in the United States. Additionally, other members of the intelligence community, including Treasury, National Security Agency

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(NSA), Environmental Research Development Agency (ERDA), and the military services do publish intelligence information—some of which reaches a wide readership outside the publishing organizations—that also contributes to meeting the needs of national and departmental intelligence consumers. These issuances are not addressed here because they were not viewed, by us at least, to be within the scope of this paper.

### III. MAJOR PRODUCTS

#### A. *National Estimates*

1. There are four major types of national estimative papers, as listed below. They are prepared and coordinated among appropriate elements of the community under the sponsorship of the appropriate National Intelligence Officer.

2. *National Intelligence Estimate* (NIE)—The NIE is intended for NSC-level policy-making authorities. Topics selected for treatment in the NIE format are limited to those of high policy concern. The exposition is normally structured in such a way as to illuminate policy issues and, when appropriate, the choices which may be open to policy authorities. If back-up material is required, it is often published in separate annexes. NIEs are published by the DCI after approval by USIB.

3. *Special National Intelligence Estimate* (SNIE)—SNIEs differ from NIEs in that they address specific policy problems immediately on the horizon. They are generally shorter and prepared more quickly than NIEs.

4. *National Intelligence Analytical Memorandum* (NIAM)—The NIAM is intended for officials involved in policy support activities below the NSC level. Topics selected for treatment in NIAMs are of important policy concern but usually do not have the high priority of NIE topics. The analysis and supporting evidence in a NIAM will normally be exposed in some detail. NIAMs are issued by the DCI generally after telephonic approval by the USIB.

5. *Interagency Intelligence Memorandum* (IIM)—The key difference between an IIM and other estimates is the fact that an IIM does not require USIB concurrence. The IIM is a coordinated effort of several agencies which addresses relatively broad and complex issues and is intended for a high-level audience.

#### B. *Defense Estimates*

1. DIA produces four main types of estimative papers. They focus primarily on military subjects and are addressed primarily to National and DoD consumers.

2. *Defense Intelligence Estimates* (DIE) are coordinated with the intelligence chiefs of the services whereas *Defense Intelligence Estimate Memoranda* (DIEM) are not coordinated. DIEMs often are used as vehicles for more immediate estimative responses than are possible with DIEs. *Special Defense Intelligence Estimates* (SDIE) generally address subjects or issues which are narrower in scope or more specific in impact than the subjects of DIEs. SDIEs are coordinated with the services. *Defense Intelligence Analytical*

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*Memoranda* (DIANM), which are not coordinated with the services, are used to address major analytical problems and often include a historical review. They do not necessarily include a forecast as an estimate would.

C. *State/INR Analytical/Estimative Papers*

INR produces *Reports* designed to give State Department officers background information on policy-related subjects or to draw their attention to phenomena of potential importance for the security or foreign relations of the United States. These studies may, for example, examine the social and political factors shaping the outcome of an election, changing patterns of third-world cooperation and competition, the implications of trade arrangements, the issues to be discussed at an international conference, or general political, economic and military developments. They may speculate on the thoughts and plans of national leaders. Wherever possible, estimates of likely prospects are included in the studies.

D. *Current Intelligence*

1. *Dailies*—

a. *National Intelligence Daily*—A compilation in tabloid format of key items of current intelligence produced six days a week by CIA's Office of Current Intelligence. To the extent possible, it is prepared in consultation with all appropriate elements of the community. The dissemination is very limited, and there is no classification limit.

b. *National Intelligence Bulletin*—With CIA's Office of Current Intelligence acting as the DCI's executive agent, the NIB is published six days a week by an interagency editorial board. The NIB receives a relatively wide dissemination. TS COMINT is the highest classification included in the NIB.

c. *Defense Intelligence Notices*—Prepared by DIA, DINs each discuss a single development of current intelligence interest. They are issued irregularly (normally several a day) and are disseminated in as near real-time as practicable. Those items which deserve immediate attention to support current decision making are identified as Special DINs. Distribution is largely within the DoD and to the military commands world-wide.

d. *DIA Executive Summary*—This summary is a brief recapitulation of the DIA DINs and Intelligence Appraisals published during the preceding 24 hours. It is produced six days a week, and its distribution is very limited.

2. *Weeklies*—

a. *DIA Weekly Intelligence Summary*—A world-wide compilation of items of current intelligence interest issued on Fridays.

b. *DIA Intelligence Appraisal*—DIA's current appraisals are issued irregularly (normally one or two a week) and contain in-depth analysis, reflect community-wide consultation, and present greater graphics support than is possible in the DINs.

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c. *CIA Weekly Review*—Issued every Friday by OCI, this review reports and analyzes significant developments of the week through noon on Thursday. Material in this periodical is at the TS/COMINT level. An expurgated version of the *Review* at the Secret level, entitled *The Weekly Summary*, is distributed more widely.

d. *CIA Weekly Surveyor*. This publication, which is distributed throughout the Intelligence Community, contains items briefly analyzing current significant material received in CIA's Office of Scientific Intelligence.

e. *Economic Intelligence Weekly*—An analysis of major foreign economic developments and trends, published each Wednesday morning by CIA's Office of Economic Research for top-level policymakers. It is accompanied by an unclassified annex, *Economic Indicators*, which provides the latest statistical data on domestic and external economic activities of the leading non-Communist developed countries.

f. *International Oil Developments*—An analysis of major developments in foreign oil production, consumption, prices and policies, published each Thursday morning by OER for officials dealing with energy matters. It is accompanied by an unclassified annex, *International Oil Developments: Statistical Survey*, which presents comprehensive data for leading producing and consuming countries.

#### E. Warning

1. *Intelligence Alert Memorandum (IAM)*—An interagency publication issued by the DCI on behalf of the community. It is addressed to the members of WSAG and disseminated, inter alia, to all USIB Principals. It provides explicit warning of possible developments abroad of major concern to the US and is normally prepared under the direction of the appropriate NIO.

2. *Strategic Warning Notice*—Issued by the Special Assistant to the DCI for Strategic Warning to the DCI, who will notify the President and NSC or take such other action as he deems necessary. When time is of the essence, the Special Assistant may issue such notices directly to the President and NSC with concurrent dissemination to the DCI and USIB Principals.

3. *DIA Warning Appraisal*—This publication is a form of time-sensitive alerting intelligence which contains greater depth of analysis than that permitted in a Special DIN.

4. *Strategic Warning Staff (SWS) Monthly Report*—This publication is prepared by the SWS for the DCI and is disseminated within the USIB Committees. It summarizes developments bearing on the staff's capability to provide strategic warning.

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## ANNEX B

## NATIONAL INTELLIGENCE OFFICERS

Deputy to the DCI for National Intelligence Officers	George A. Carver, Jr. <input type="text"/>	STAT
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CHINA	James Lilley <input type="text"/>	STAT
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CONVENTIONAL FORCES	RAdm Daniel E. Bergin, Jr. <input type="text"/>	STAT
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ECONOMICS	Hans Heymann <input type="text"/>	STAT
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JAPAN/PACIFIC	Evelyn S. Colbert <input type="text"/>	STAT
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LATIN AMERICA	Louis Marengo <input type="text"/>	STAT
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MIDDLE EAST	Samuel M. Hoskinson <input type="text"/>	STAT
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SOUTH/SOUTHEAST ASIA	William A. Christison <input type="text"/>	STAT
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SPECIAL ACTIVITIES	D. Barry Kelly <input type="text"/>	STAT
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STRATEGIC PROGRAMS	Howard Stoertz <input type="text"/>	STAT
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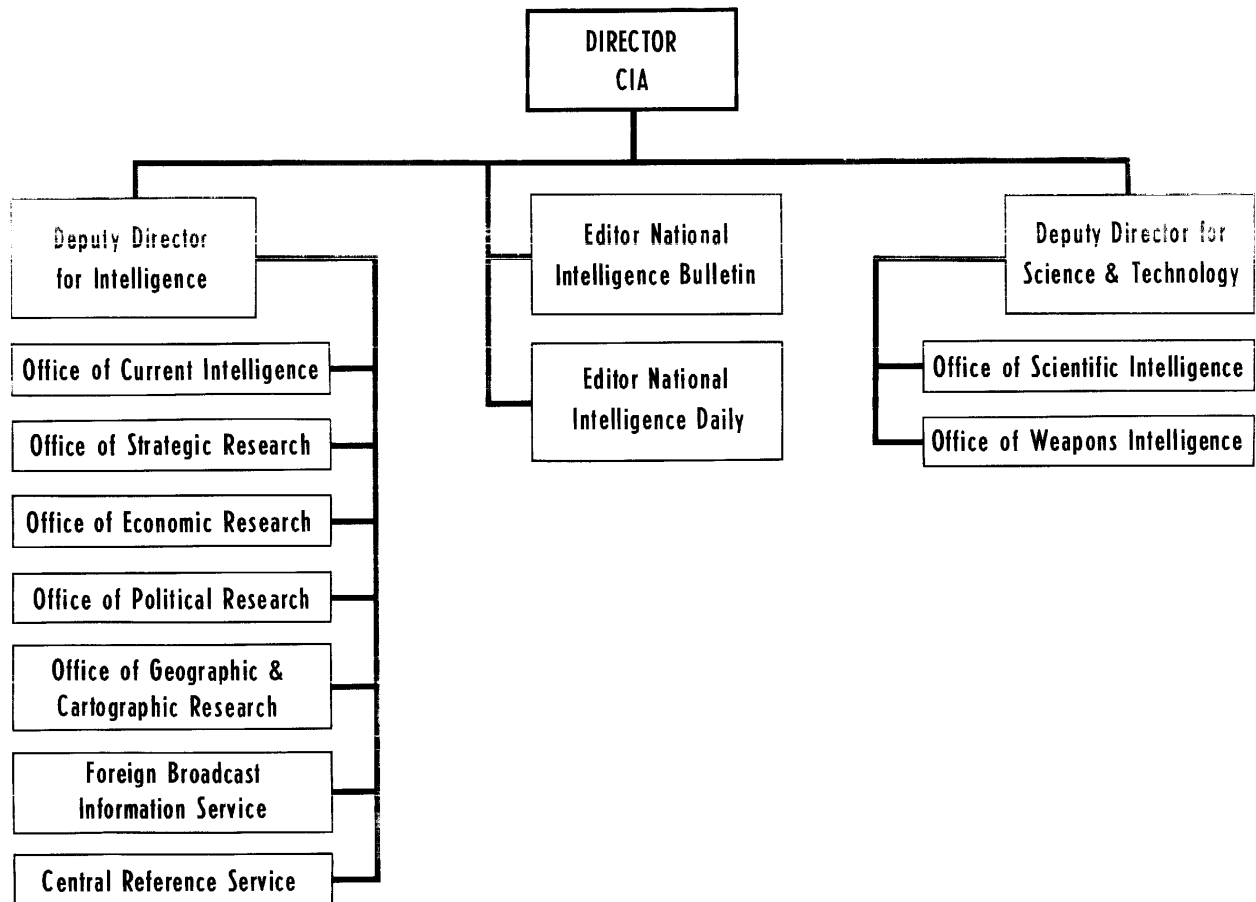
USSR and EAST EUROPE	John Whitman <input type="text"/>	STAT
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WESTERN EUROPE	Keith Clark <input type="text"/>	STAT
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ANNEX C

*CIA Production Offices*



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**Sensitive Intelligence Sources and Methods Involved**

**NATIONAL SECURITY INFORMATION**  
**Unauthorized Disclosure Subject to Criminal Sanctions**



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